

Dynamics of Agricultural Development in Coastal Areas and Small Islands; Criticism of Human Resource Management in Local Government Organizations

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Agricultural development must be the government's main focus to achieve comprehensive and serious economic development for society. The (Regional) Government as a public organization holding autonomous rights to determine policies to increase agricultural development must begin to prepare. What many experts have highlighted is the role of Regional Government in regional development in terms of human resources, namely the existence of a personnel system called bureaucracy. Every organization needs to develop human resources (HR) through improving performance to have abilities, skills, and positive attitudes to carry out their duties well. Experts and scholars say that three concepts among the many are highlighted in the aspect of bureaucratic resource management to improve employees' work, namely organizational justice, organizational politics, and work commitment. The research aims to determine and analyze the achievements of implementing agricultural development; and to know and analyze the respective relationships between organizational justice, organizational politics, and work commitment on employee performance in agricultural development. Use a quantitative approach to causality design. Take the case of Wakatobi Regency with its unique coastal areas and small islands. The sample was 225 employees or around 44% of the total sample of 514 people. The number of samples was determined by Slovin calculation and then taken at simple random. Primary data was obtained through distributing questionnaires, and secondary data from economic reports from authorized institutions. Data were analyzed using the SEM-AMOS approach. The results of the analysis found that development in Wakatobi Regency is supported by the agricultural and fisheries sectors. Its role is very dominant in GRDP, but it has not shown a direction that is in line with economic growth because it has experienced a decline. One of the aspects highlighted is that the performance of local governments in agricultural and fisheries development has not been optimal. The theoretical implication is that development performance analysis must use variables and indicators from empirical factual data (non-perception) through GRDP values and economic growth. Because, it has been proven that aspects of implementing human resource management through organizational politics and organizational justice have been proven to have a significant influence on performance, while work commitment is not yet significant. Practical implications for the government as a development policy formulator are to evaluate the development approaches that have been carried out, as well as regional leaders and leaders of regional apparatus implementing units (OPD) to pay attention to employee work commitment because our findings prove that their role is still weak in carrying out their duties and functions as ASN.

Keywords: Regional development, economic growth, agriculture and fisheries sector, human resources management.

INTRODUCTION

Development can be interpreted as an effort or process of continuous and continuous improvement in a particular society or the whole society (Todaro, 2000). Agricultural development can be interpreted as a process that has the aim of increasing agricultural production for each economic actor

(producer), namely farmers. The increase in agricultural output will ultimately affect the increase in productivity and income of farmers (Franzese and Mosher, 2002). Efforts to realize agricultural development requires a big contribution from the government to create policies that encourage agricultural development so that it can be felt by all parties in the agricultural business. Incentives in the form of ease in

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obtaining input factors in agricultural production enable small-scale farmers to expand agricultural production (productivity) which is an obligation for the government (Todaro, 2000). In a broad understanding, agricultural development is not just a process or activity carried out to increase agricultural production, but more than that, agricultural development is a process that can bring about social change to achieve economic growth and prosperity.

Agricultural development must be the government's main focus to achieve comprehensive and serious economic development in society. The basic reasons that are taken into consideration in placing agricultural development as a top priority include: (1) Viewed from the perspective of the large potential of agricultural resources; (2). Contribution of agricultural production to national income; (3) High value of agricultural commodity exports; (4) High composition of the population working in the agricultural sector; (5) The role and contribution of agricultural production to meeting the community's food needs; and (6) Leading sectors in rural communities (Yustika, 2006).

The lack of provision of marketing infrastructure, the traditional nature of farming, low technology and knowledge by farmers, as well as difficulties in fulfilling agricultural production input factors are some of the factors that trigger the low productivity value of agricultural products (Franzese and Mosher, 2002). The attention and seriousness of the Regional Government as the holder of autonomous rights to determine policies to increase agricultural development must begin to be prepared. Regional Government action can start by improving farmers' infrastructure, even to the point of providing subsidies to obtain better input factors including agricultural seeds, agricultural fertilizers, and modern agricultural tools. This form of Regional Government action makes it possible to increase the income of individual farmers in rural areas, including areas characterized by islands.

The highlight of the role of Regional Government in regional development from a human resources perspective is the systemized employees called bureaucracy. Talking about bureaucracy, various obstacles are more influenced by rapid changes in the strategic environment and are driven by the rapid growth of science, technology, communication, and information which has implications for the orientation and performance of the bureaucracy which is required to be more professional in carrying out its duties and functions. Managing services and improving the quality of development for the community is the goal of implementing an effective government bureaucracy so that government bureaucracy in this context becomes a tool for achieving the intended goals. The bureaucracy used as a system to rationalize an organization must be run by individual characteristics. Apart from meeting the needs of the bureaucracy itself, it must also be responsible for the larger system environment in order to continue to exist, therefore good employee performance is needed in meeting society's demands.

The State Civil Service (Aparatur Sipil Negara/ASN) as the spearhead of the implementation of bureaucratic functions, selects people who occupy important and strategic positions so that their role is very important in the development and progress of a nation. It even determines policy in regional and national development. So, the Regional Government as an organization needs to develop human resources (HR) by improving performance so that they have abilities, skills, and positive attitudes so that they can carry out their duties well (Dahliah and Narwis, 2019). Performance is a person's behavior that produces certain work results after meeting specific job requirements (Uno and Lamatenggo, 2012). In every job and work relationship between employees and organizations, there is an expectation of reciprocal change regarding input and results. However, performance is very important in a person's success at work so that what is produced in carrying out the tasks that have been given can be achieved following the goals of the organization.

One measure of employee performance is intellectual ability, which is supported by the ability to master and manage oneself and the ability to build relationships with other people. Koopmans (2014) defines performance as the pattern of behavior and actions of employees that are relevant to organizational goals. This performance places more emphasis on employee behavior patterns and actions compared to the results of the behavior. This contains behavior that is under the control of the individual himself unless the behavior is influenced by the environment. Performance is an action carried out by someone either individually or in a team to complete work or tasks. Employees with high cognitive abilities are no longer a guarantee of improving performance, in fact, management also needs human resources who can invest themselves not only physically but also emotionally in their work.

Experts and scholars say that there are two concepts among many that are highlighted in the aspect of bureaucratic resource management to make employees work better. The first is organizational justice (Moorman, 1991; Cole *et al.*, 2010; Colquitt *et al.*, 2011; Robbins and Coulter, 2012; Silva and Caetano, 2014; Tziner and Sharoni, 2014; Lopez-Cabarcos *et al.*, 2020; Magdalena *et al.*, 2023; and Prayuda & Herminingsih, 2024); and second is organizational politics (Latham & Russo, 2008; Gao & Zhao, 2014; Abbas & Awan, 2017; Bwonya *et al.*, 2020; Castanheira *et al.*, 2021; Adams *et al.*, 2021; Setin *et al.*, 2022; and Abun *et al.*, 2022).

Organizational justice is a concept that refers to an employee's perception of fair treatment in the workplace. Likewise, organizational justice is defined as the way employees determine whether they are treated fairly at work which can influence work-related problems. Because of this, there is quite a lot of theoretical evidence that states that organizational justice is one of the variables that play a major role in improving performance, or in other words has a positive and significant relationship (Widyanti *et al.*, 2020;



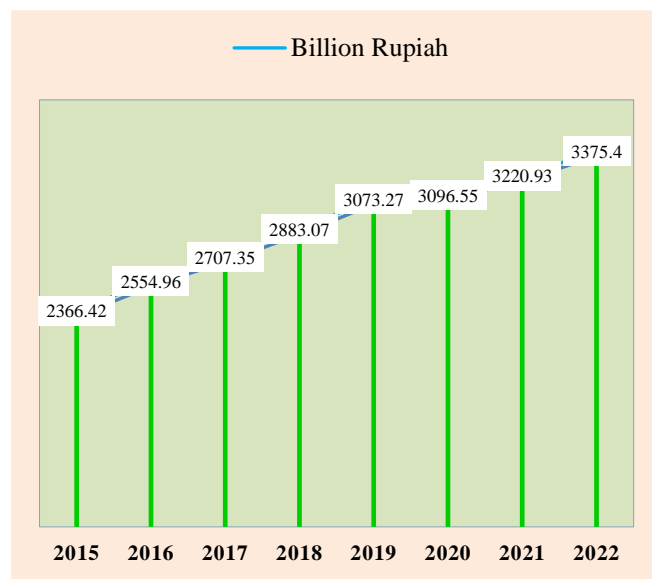
Imamoglu *et al.*, 2019; Đorđević *et al.*, 2019; Krishnan *et al.*, 2018; Swalhi *et al.*, 2017). Only a few have reported differently that organizational justice does not directly have a significant effect on increasing performance (Iqbal *et al.* (2017).

Organizational politics is an employee's evaluative perception of his networking abilities, interpersonal influence, social sensitivity/intelligence, and sincerity in dealing with other people/colleagues so far. Organizational politics in a broad sense is defined as organizational behavior to influence and contribute to the organization, while in a narrow sense, it is defined as behavior to maximize personal interests in the short or long term. Therefore Latham and Russo (2008); and Gao & Zhao (2014) stated that organizational politics is a variable that is quite relevant in determining the performance of the State Civil Service. Gao and Zhao (2014) statement's is supported by Abun *et al.*, (2022); Setin *et al.* (2022); Adams *et al.* (2021); Bwonya *et al.* (2020); Abbas and Awan (2017). But then this is not consistent enough to be generalized, because Castanheira *et al.* (2021) reported the opposite. This shows that other unique aspects shape employee characteristics to explain organizational politics and performance in different contexts.

If organizational justice is an employee's belief that they are treated fairly by their organization (Silva and Caetano, 2014), organizational politics also leads to work behavior. In a relevant context, Noe *et al.* (2017); Armstrong (2006); and Greer and Stephens (2001) correlate this with organizational commitment so that they can then reflect together on performance. Referring to research by Matagi *et al.* (2022); Edward & Purba (2020); Wang and Chen (2020); Mikkelsen & Olsen (2019); Grobelna (2019); Oguegbe *et al.* (2015); and Osman (2023) that commitment is proven to be a variable that can contribute to performance, meaning that the more committed a person is, the better he or she will perform. It's just that there is still a gap because other reports state that commitment to performance is still weak (not significant) in explaining the relationship between these two variables (Hendri & Kirana, 2021; Suhardi *et al.*, 2021; Wahyuningsih, 2020; Arizona *et al.*, 2013; and Subejo *et al.*, 2013). About this, Noe *et al.* (2017) warned that if work commitment is not managed well, it can cause organizational problems, because commitment determines the success of the organization. Low commitment reflects a person's lack of responsibility in carrying out their duties and every organization always tries to improve employee performance to achieve goals.

The explanation regarding employee performance in this research uses empirical facts as an output of achievements in implementing the main tasks and functions of government, this is also positioned as originality and opportunities for novelty. The government in this research took the study in Wakatobi Regency, Southeast Sulawesi Province. For example, in terms of economic development achievements such as gross regional domestic product (GRDP) data. In

20015, GDPR based on constant prices in Wakatobi Regency was around IDR 2,366.42 billion. In 2019 it was IDR 3,073.46 billion, and in 2022 it will increase to IDR 3,375.40. This means that there will be an increase in regional economic development between 2015-2022, around IDR 1,008.98 billion or IDR 144.14 billion per year. More details can be seen in Figure 1.



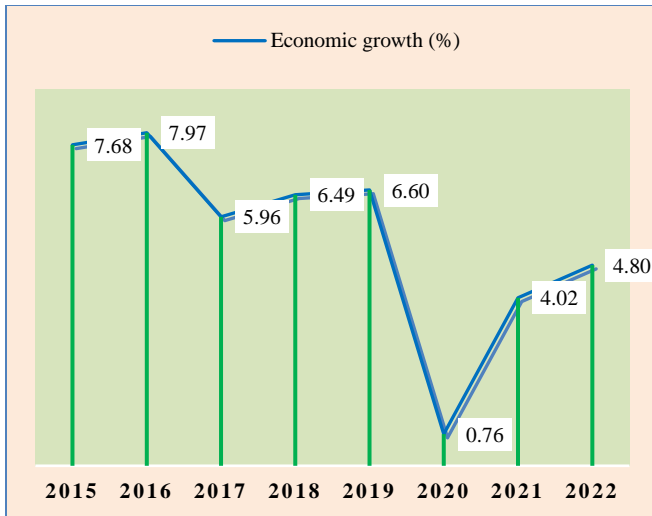
Source: Wakatobi Regency Central Statistics Agency (2023 and 2020)

Figure 1. Wakatobi Regency GRDP achievements, 2015-2022.

The economy of the Wakatobi Regency region shows a consistent upward trend every year. This information must then be tested against the level of economic growth to determine the extent of the economic benefits of increasing GRDP. If you look at the same period, Wakatobi Regency's economic growth is not that impressive, because its achievements show a downward curve. As seen in Figure 2, economic growth in 2015 was around 7.68%, in 2016 it experienced an increase which ultimately decreased in the following year.

Figure 1 and Figure 2 show an opposite or opposite curve model, where GRDP shows an increase, while economic growth shows a decrease. This shows that the increase in regional income in GRDP has not been able to provide real economic benefits as evidenced by the decline in the rate of economic growth.





Source: Wakatobi Regency Central Statistics Agency (2023 and 2020)

Figure 2. Economic Growth Rate of Wakatobi Regency, 2015-2022.

Departing from this gap, research tries to analyze it from a human resources perspective. Is there a direct correlation between human resource management in regional government organizations through organizational justice, organizational politics, and work commitment in explaining regional performance through GRDP and economic growth? There are two main objectives of this research. The first objective of this research is to analyze the achievements of agricultural development programs in Wakatobi Regency. The achievement of implementing agricultural development is then used as a regional government performance variable. The second objective is to determine and analyze the respective relationships between organizational justice, organizational politics, and work commitment on the performance of agricultural development employees.

The research implications are seen from two points of view. The first is the theoretical implication as well as the update produced in this research, namely, the analysis of performance variables does not use non-perceptual indicators, but rather factual data, namely the GRDP value (in Rp.) and economic growth (in %) as a real picture of regional development performance. The practical implications for the government include criticism and evaluation of ASN performance to determine future development plans with measurable performance. The next practical implication from the development aspect of management science is to present new insights and criticism regarding the use of performance indicators at various levels and cases so that perception-based performance assessment is shifted to a factual data assessment paradigm so that performance is more measurable, and closer to reality.

MATERIALS AND METHODS

This research was conducted in Wakatobi Regency, Southeast Sulawesi Province, Indonesia (Figure 3). The target of this research is the development achievements of the agricultural sector and regional government employees spread across several Regional Apparatus Organizations (OPD). Using a quantitative approach to explanatory research (explanatory research) to test and explain the causal relationship between exogenous variables (organizational justice, organizational politics, and work commitment) and endogenous variables (employee performance).



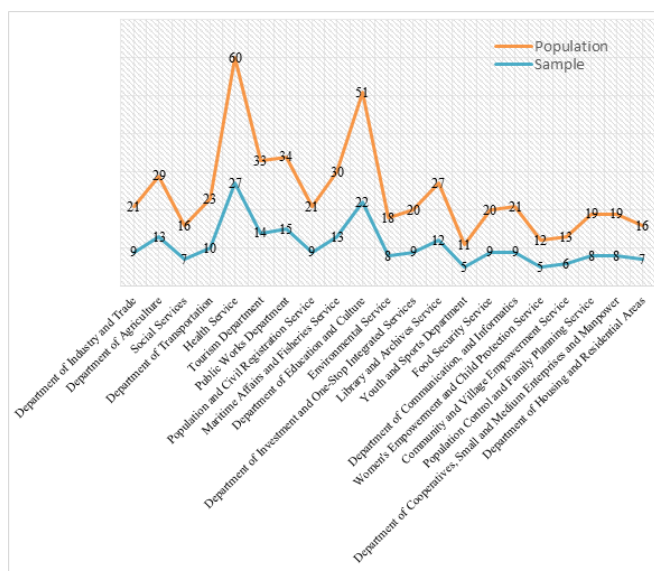
Source: <https://www.wakatobi.indonesia-tourism.com/map.html>

Figure 5. Location of Wakatobi Regency.

The research sample was 225 Wakatobi Regency government employees, or around 44% of the total sample (514 people). The number of samples was determined by Slovin calculation and then taken according to the OPD at simple random. The distribution of the population and sample is presented in Figure 4.

The independent variables in this research are organizational justice (X1), organizational politics (X2), and work commitment (X3), while the dependent variable is employee performance (Y). Then work commitment is placed as an intermediary variable, namely mediating between organizational politics and employee performance. The conceptual framework is presented in Figure 5.





Source: Author (2024)

Figure 4. Distribution of Population and Research Samples

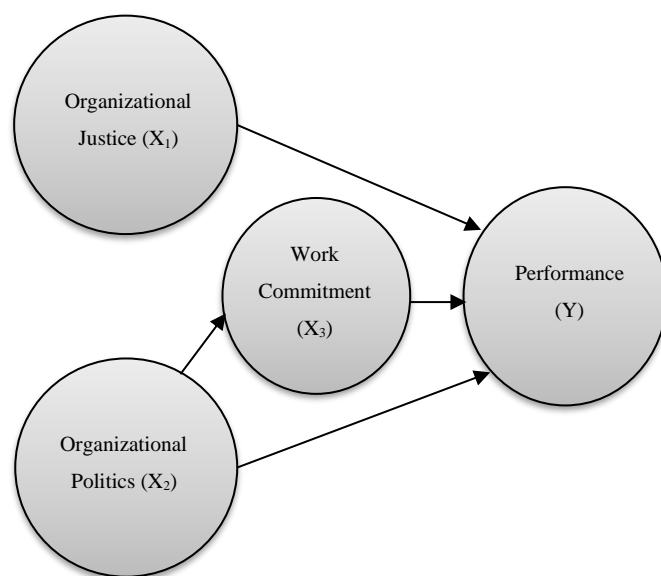


Figure 5. Research Conceptual Model.

The analysis indicators for each variable refer to those developed by [Blau \(1985\)](#); [Moorman \(1991\)](#); [Wiley et al. \(2010\)](#); [Ferris et al. \(2011\)](#); and [Koopmans et al. \(2014\)](#). The organizational justice variable in the context of this research is measured by three indicators, namely: (1) procedural justice; (2) interactional justice; and (3) distributive justice. Organizational political variables are measured by indicators known as "the Political Skill Inventory (PSI)", namely: (1) networking ability; (2) interpersonal influence; (3) social politeness; and (4) apparent sincerity. The work commitment

variable is measured by two indicator variables, namely: 1) job involvement, and (2) work engagement. Specifically, performance variables are analyzed using indicators of GDP (Rupiah) and economic growth (%), with indicator items in the form of achievements between 2015-2022, as presented in Table 1.

Primary data was obtained from distributing questionnaires, and secondary data took the form of documentation in the form of data collection from authorized agencies, such as data on the number of employees, employee rank status, and economic data. The data was tabulated using a value scale using the Likert scale method, starting from the best number 5 to the worst number 1. Specifically for each variable GRDP performance and economic growth using interval data in 5 (five) classes according to the Likert scale and then weighing them, from number 5-1.

The data analysis technique uses inferential statistical methods with Structural Equation Modeling (SEM) AMOS. The consideration is to simultaneously test diversity (perceptions and agricultural performance data), as well as the use of intermediate variables. As [Ferdinand, \(2006\)](#); and [Hair et. al. \(2006\)](#) that the use of SEM-AMOs is based on the complexity of the model used, and is also based on the limitations of multidimensional analysis tools that are often used in quantitative research, such as multiple regression, factor analysis, discriminant analysis, etc.

Instrument Validation (Test of Validity): The instrument in this research can be said to be valid if it can measure what it wants to measure and can reveal data about the variables studied consistently. Validity is a measure related to the level of accuracy achieved by an instrument or question item.

To test the validity of this research instrument, Pearson Product Moment correlation analysis was used at a confidence level of $\alpha = 0.05$. According to [Cronbach \(1970\)](#) in [Cohen et al. \(2007\)](#) a satisfactory validity coefficient of at least 0.30 (≥ 0.30).

Instrument Reliability Test: Instrument reliability testing is intended to determine the level of reliability of a measuring instrument used to measure the variable to be measured. In other words, reliability testing is related to the question of whether the measuring tool (instrument) used to measure each observation variable (indicator) can be used by other researchers repeatedly with the same measurement results.

To test the reliability of the instrument in this study, a confidence level (significance level) of $\alpha = 0.05$ was used. According to [Cohen et al. \(2007\)](#) and [Stangor \(2011\)](#), the Cronbach Alpha coefficient value is said to be good if it has a coefficient value > 0.70 at the $\alpha = 0.05$ level. For split-half coefficients and alpha coefficients the following guidelines can be used ([Cohen et al. 2007](#)): 0.90 is very very reliable; 0.80-0.90 is very reliable; 0.70-0.79 is reliable; 0.60-0.69 is marginally/minimally reliable; and <0.60 very low reliability. The results of the validity and reliability test of the instrument on statement items for variable indicators are valid because



Table 1. Sector Contribution to GRDP in Wakatobi Regency According to Business Fields 2015-2022.

Business Field/Sector	Contribution (%)							
	2015	2016	2017	2018	2019	2020	2021	2022
Agriculture and Fisheries	26.08	26.67	27.60	27.49	26.90	27.50	28.08	28.77
Mining and excavation	16.61	16.13	15.67	15.63	15.48	14.91	14.21	14.20
Processing industry	4.59	4.59	4.57	4.52	4.45	4.45	4.36	4.29
Procurement of Electricity and Gas	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Water Supply, Waste Management, Waste & Recycling	0.27	0.25	0.24	0.24	0.23	0.24	0.23	0.22
Construction	16.09	16.32	15.58	15.96	16.68	16.49	17.25	16.77
Wholesale and Retail Trade; Car and Motorcycle Repair	13.86	13.73	14.27	14.55	15.00	14.72	14.80	15.53
Transportation and Warehousing	1.49	1.50	1.49	1.47	1.42	1.30	1.22	1.23
Provision of accommodation and food and drink	0.57	0.59	0.59	0.59	0.63	0.61	0.63	0.64
Information and Communication	0.90	0.89	0.89	0.88	0.88	0.94	0.92	0.89
Financial Services and Insurance	1.55	1.57	1.56	1.50	1.42	1.45	1.48	1.47
Real Estate	2.34	2.27	2.21	2.07	2.03	2.05	2.01	1.91
Company Services	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Government Administration, Defense and Mandatory Social Security	6.48	6.21	6.02	6.08	6.07	6.42	6.24	5.67
Education Services	5.34	5.47	5.44	5.41	5.24	5.23	4.99	4.82
Health Services and Social Activities	1.69	1.69	1.64	1.63	1.63	1.81	1.78	1.76
Other Services	2.09	2.05	1.98	1.92	1.89	1.83	1.74	1.74
Total GRDP of Wakatobi Regency	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Source: Wakatobi Regency Central Statistics Agency (2023 and 2020)

the coefficient of all indicators is greater than 0.30 and the reliability is 0.60, which means that all statement items used as instruments can be trusted for their reliability so they can be used to measure the analyzed variables.

RESULTS

1.Achievements of Implementing Agricultural and Fisheries Development in the Economy of Wakatobi Regency: An overview of the achievements of implementing agricultural development in Wakatobi Regency begins by explaining the position of the agricultural sector relative to other sectors as reflected in the regional economy (GRDP). The performance of this sector then becomes a variable and indicator that will be analyzed regarding the performance of human resource aspects, in this case, employees or ASN. In the regional economic structure, the agricultural sector is integrated with the fisheries sector, this is increasing because Wakatobi Regency is an archipelagic and coastal region that characterizes fishing activities as the community's livelihood. Information regarding the development achievements of the agricultural sector and the economy in general projected in GRDP is presented in Table 1.

The data above shows that the regional economy through the PDRB of Wakatobi Regency as a representation of the performance achievements of government administration that relies on employees (ASN) in the period of the observation year was largely generated by the agricultural and fisheries

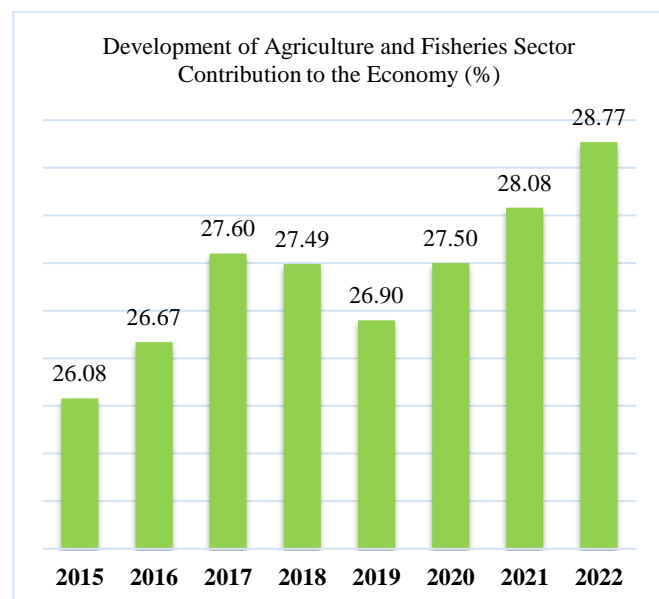
sectors. The average contribution to the economy is around 27%. This figure is very high, almost double the second highest sector, namely 16%. If we look at the fields produced from the agricultural and fisheries sectors, Wakatobi Regency includes the subsectors: 1) food crops, 2) horticultural crops, 3) plantation crops, 4) animal husbandry, and 5) fisheries (catching and cultivation). This means that the six areas of activity that make up the agricultural and fisheries sectors represent dominant economic activities, including community activities.

The next fact from Table 1 data is that the performance of the agriculture and fisheries sector is fairly good because it shows an increasing trend, for example, the contribution in 2015 was around 26.08%, then in 2019 it became 26.90% and in 2022 it rose to 28.77%. This is different from other sectors that have the highest contribution which experience pressure (decrease). Visually shown in Figure 6.

The description above shows that there is a trend of increasing contribution from the agricultural and fisheries sectors, even though there is pressure in 2018-2020. But then it can be explained that this phenomenon is closely related to the Covid-19 pandemic. During 2015-2022 there was an increase in the contribution of the agricultural and fisheries sectors to the economy of Wakatobi Regency by 2.69% or an average of 0.34% per year. This data then becomes very logical if the development direction of Wakatobi Regency is more in the agricultural and fisheries sectors so that its position becomes stronger if performance measurement refers to the actual



achievements of the sector in question. Empirically, this is also relevant because the Wakatobi Regency area is coastal with small islands.



Source: Wakatobi Regency Central Statistics Agency (2023)

Figure 6. Development Achievements in the Agriculture and Fisheries Sector Development of Wakatobi Regency 2015-2022.

The role of the agricultural and fisheries sectors in the economy then contributes to regional economic growth. As seen in Table 2, economic growth between 2015-2022 is considered not good, because in general the pattern is fluctuating, and there is a downward trend. Wakatobi Regency's economic growth in 2015 was 7.68%, then in 2022 it fell to 4.80%. This means that in that year there was a decline in economic growth of around 2.88% or an average decline of around 0.36% per year. This fact is inversely proportional to the rate of GRDP development which shows an increase.

Behind the decline in economic growth in Wakatobi Regency, there is an important role for the agricultural and fisheries sectors in economic growth because, in the last 2 years, they have shown an increase. This sector is also a sector that contributes greatly to district-level economic growth.

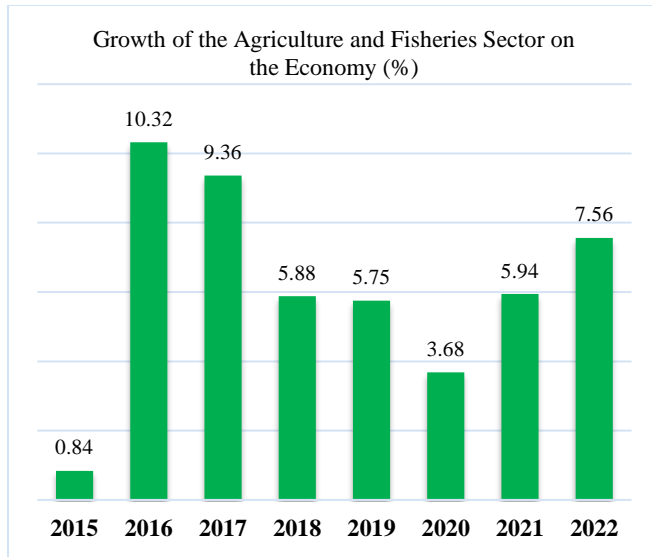
The role of the agricultural and fisheries sectors is considered strong, because other sectors' achievements show a significant decline, especially between 2015 and 2022. For example, the Accommodation and Food and Drink Provision sector, in 2015 had the highest growth but then experienced a decline until 2022. The same thing happened in other service sectors; Health Services Social Activities; and the processing industry. The next fact that strengthens the role of the agricultural and fisheries sectors is that in 2020 most of them experienced the lowest growth rate, namely mines (-), which assumes that this sector can be said to be adaptive to dynamic economic changes (Covid-19).

Table 2. PBRB Growth Rate in Wakatobi Regency According to Business Fields 2015-2022.

Business Field/Sector	Growth Rate (%)							
	2015	2016	2017	2018	2019	2020	2021	2022
Agriculture, and Fisheries	0.84	10.32	9.36	5.88	5.75	3.68	5.94	7.56
Mining and excavation	6.28	5.42	3.77	7.47	7.38	-1.26	-0.77	2.92
Processing industry	14.43	7.17	7.79	1.36	3.10	-2.11	0.81	4.05
Procurement of Electricity and Gas	8.02	8.48	4.51	2.25	7.87	4.74	9.59	3.87
Water Supply, Waste Management, Waste and Recycling	4.13	5.62	3.11	5.94	6.34	5.30	1.44	3.83
Construction	11.16	6.60	2.63	7.72	8.56	-0.21	8.25	0.21
Wholesale and Retail Trade; Car and Motorcycle Repair	9.55	8.21	7.97	7.90	8.00	-2.22	5.31	8.28
Transportation and Warehousing	7.89	11.43	5.40	6.17	4.06	-5.41	1.64	4.04
Provision of accommodation and food and drink	24.72	11.55	6.59	7.11	11.61	-4.16	8.40	10.57
Information and Communication	7.35	9.68	7.01	7.98	7.32	9.98	3.91	6.98
Financial Services and Insurance	8.06	12.19	5.61	2.77	2.87	4.86	4.61	4.43
Real Estate	5.96	2.42	3.93	2.10	3.47	2.05	4.06	1.91
Company Services	12.86	8.16	7.17	5.87	5.29	-1.39	7.94	4.24
Government Administration, Defense and Mandatory Social Security	7.94	4.84	3.97	6.04	6.02	4.33	2.29	0.51
Education Services	11.92	10.99	4.70	7.63	5.44	-0.28	-0.04	3.77
Health Services and Social Activities	15.08	9.89	3.97	6.90	8.31	9.80	2.80	7.89
Other Services	37.41	9.12	2.24	5.27	4.70	-4.69	-0.60	7.62
Economic Growth of Wakatobi Regency	7.68	7.97	5.96	6.49	6.60	0.76	4.02	4.80

Source: Wakatobi Regency Central Statistics Agency (2023 and 2020)





Source: Wakatobi Regency Central Statistics Agency (2023)

Figure 7. Growth of the Agriculture and Fisheries Sector in Wakatobi Regency 2015-2022.

Achievements of Implementing Agricultural and Fisheries Development According to Commodity Types in Wakatobi Regency: The agricultural and fisheries sectors in GRDP are produced from sub-sectors. In this study, the sub-sectors presented are the production of food crop commodities, horticultural crops, plantations, livestock, and fisheries. Achievements using secondary data sourced from the Wakatobi Regency Central Statistics Agency. Information regarding the amount of production of these types of commodities is presented in Table 3.

It is known that of the five commodities, two commodities show an increase in production during 2019-2022, namely livestock and fisheries. Fisheries production between 2019-2022 increased by around 18,434 tons or around 4,608 tons per year. Livestock production between 2019-2022 increased by around 325,501 kg or an average increase of around 81,375

kg per year. Meanwhile, the other three sectors experienced a decline, where food crop commodities experienced the highest decline.

Table 3. Agricultural and Fisheries Sector Production According to Commodity Type in Wakatobi Regency 2019-2022.

Commodity	Unit	Production			
		Year			
		2019	2020	2021	2022
Crops	Ton	51.73	23.07	8.75	4.47
Horticulture (Vegetables & fruits)	Quintal	13.48	12.36	13.22	10.60
Plantation	Ton	3.36	2.23	1.25	1.25
Farm	Kg	80.04	439.83	445.25	405.54
Capture fisheries	Ton	2.81	12.64	14.88	21.24

Source: Wakatobi Regency Central Statistics Agency (2023 and 2020)

2. The Relationship Between Organizational Justice, Organizational Politics, and Work Commitment on the Performance of the Agriculture and Fisheries Sector Confirmatory Factor Analysis (CFA) Test: The measurement model test was carried out to confirm whether the latent variables formed by several indicators were based on theory. Through this technique, the validity of each indicator can be directly tested again using confirmatory factor analysis using the required lambda value (λ) or factor loading criteria which must reach = 0.50. If the lambda value or loading factor is lower than 0.50, it is considered that the variable does not have the same dimensions as other variables to explain a latent variable (Hair *et al.*, 2006). The results of the Confirmatory Factor Analysis test are presented in Table 4.

Based on Table 4, it is known that the strongest indicator shows the variable it measures based on the loading factor value. The indicator that most strongly shows the organizational justice variable (X1) based on the Confirmatory Factor Analysis (CFA) test is Procedural

Table 4. Confirmatory Factor Analysis (CFA) Test Results.

No.	Variable	Indicator	Loading Factor	Cut Off Point
1.	Organizational justice (X1)	Procedural Justice (X1.1)	0.729	$\geq 0,50$
		Interactional Justice (X1.2)	0.654	
		Distributive Justice (X1.3)	0.658	
2.	Organizational Politics (X2)	Networking ability (X2.1)	0.777	$\geq 0,50$
		Ability to influence interpersonally (X2.2)	0.693	
		Social Intelligence/Sensitivity (X2.3)	0.604	
		Sincerity (X2.4)	0.858	
3.	Work Commitment (X3)	Work Engagement (X3.1)	0.926	$\geq 0,50$
		Job Involment (X3.2)	0.654	
4.	Performance (Y1)	GRDP (Y.1)	0.598	$\geq 0,50$
		Economic growth (Y.2)	0.746	

Source: Author (2024)



Justice (X1.1). The strongest indicator for the organizational politics variable (X2) based on the CFA test is the Sincerity indicator (X2.4). The indicator that most strongly shows the work commitment variable (X3) based on the CFA test is the work involvement indicator (X3.1). Finally, the indicator that most strongly shows the employee performance variable (Y) based on the CFA test is the indicator of counterproductive work behavior.

Model Fit Test: The suitability of the model (goodness of fit) is carried out to find out whether the model obtained is correct in describing the relationship between the variables being studied so that it can be broken down into a good model. The model suitability test in SEM can be seen based on several model suitability testing criteria as presented in Table 5.

Table 5. Model Fit Test Results.

Goodness-of-fit (GOF)	Cut off value	Value	Model evaluation
Chi-square	Probabilities $\geq 0,05$	$\chi^2 = 54,089$ P = 0,253	Good
CMINI/DF	$\leq 2,00$	1,127	Good
TLI	$\geq 0,90$	0,990	Good
GFI	$\geq 0,90$	0,959	Good
AGFI	$\geq 0,90$	0,934	Good
RMR	$\leq 0,080$	0,013	Good
CFI	$\geq 0,90$	0,993	Good
RMSEA	$\leq 0,08$	0,025	Good

Source: Author (2024)

The results of the model suitability test use the χ^2 (chi-square) test and the p-value is ≥ 0.05 , so according to the criteria of Hair *et al.* (2014), the p-value is greater than 0.05, namely 0.25, or the χ^2 test was declared significant. Another measure that is still related to the chi-square test is the Root Mean Square Error of Approximation (RMSEA) by Hair *et al.* (2014) which is below 0.08 while the resulting value is 0.025 (smaller than 0.08) so already meets the criteria of a good model. Likewise, the GFI (Goodness of Fit Index), GFI, and root mean residual (RMR) values have met the criteria for a good model. It can be concluded that the model estimation results are acceptable, meaning that the empirical model obtained is by the theoretical model.

Evaluation of Structural Models and Testing of Hypotheses:

The structural model is a model that connects exogenous latent variables with endogenous latent variables. Furthermore, it can be seen in Table 6 below as a summary of the results of hypothesis testing.

The criteria used to prove the hypothesis are standardized regression weight (path coefficient), comparison of t_{count} with t_{critical} , or comparison of p_value with $\alpha = 0.05\%$. Conditions are; a) If the $t_{\text{calculated}}$ coefficient is greater than the t_{critical} then the hypothesis is accepted; and b) If the p_value coefficient is smaller than $\alpha = 0.05\%$, then the hypothesis is accepted. Next, the significance level of the parameter estimates is determined by the probability value with the significance level believed by the researchers in this study to be $\alpha = 0.05$ or 95%. With the help of AMOS software, the probability value obtained is compared with the alpha (α) value as required.

H₁: The Influence of Organizational Justice on Employee Performance: Data from Table 6 shows that the path coefficient value has a positive sign of 0.287 with a calculated t-value of 3.225 which is greater than the t_{critical} value of 1.96, and a p-value of 0.001 which is smaller than $\alpha = 0.05\%$. Finally, the second hypothesis (H_1) that there is a significant positive influence between organizational justice and employee performance is accepted or proven.

H₂: The Influence of Organizational Politics on Employee Performance: The results of the analysis in Table 6 show that the path coefficient value is positive at 0.215 with a calculated t-value of 3.124 which is greater than the t_{critical} value of 1.96, and a p-value of 0.002 which is smaller than $\alpha = 0.05\%$. It can be said that the first hypothesis (H_2) that there is a significant positive influence of organizational politics on employee performance is accepted or proven.

H₃: Effect of work commitment on employee performance: According to the data in Table 6, the path coefficient value has a positive sign of 0.247 with a calculated t-value of 2.960 which is greater than the t_{critical} value of 1.96, and the p-value of 0.070 is greater than $\alpha = 0.05\%$. This means that the third hypothesis (H_3) is that work commitment has a positive but not significant influence on employee performance, so in theory work commitment has not had a significant influence in explaining employee performance. The consequence is that the hypothesis that states this is not proven or rejected.

H₄: The influence of organizational politics on employee performance is mediated by work commitment: Analysis of mediating variables was carried out using a testing method, namely testing the indirect influence path coefficient in the form of multiplying the path coefficients of the segments traversed. The estimated value of the direct influence path coefficient was 0.177. This result was obtained by multiplying the path coefficients ($0.485 \times 0.364 = 0.177$). The

Table 6. Summary of Hypothesis Testing Results.

Relationship Between Variables				Estimate	t_{count}^*	p-value	Information
H1	Organizational Politics	→	Employee Performance	0,215	3,124	0,002	Accepted
H2	Organizational justice	→	Employee Performance	0,287	3,225	0,001	Accepted
H3	Work Commitment	→	Employee Performance	0,247	2,960	0,070	Rejected
H4	Organizational Politics	→	Work Commitment → Employee Performance	0,177	3,734		Accepted

Source: Author (2024)

method often used is the Sobel test. Sobel test statistics are in the form of z statistics, where the formula for Z-value is as follows:

$$Z_{value} = \frac{(p_1 * p_2)}{\sqrt{(p_1^2 * SE_{p1}^2 + p_2^2 * SE_{p2}^2)}}$$

- P_1 = Path coefficient of the influence of the predictor variable (X1) on the mediating variable (Y1)
 P_2 = Path coefficient of the influence of the mediating variable (Y1) on the response/dependent variable (Y2)
 $P_1 * P_2$ = Indirect influence path coefficient
 SE_{p1} = Standard error for coefficient P_1
 SE_{p2} = Standard error for coefficient P_2

$$Z_{value} = \frac{(0,485 \times 0,364)}{\sqrt{(0,485)^2 \times (0,075)^2 + (0,364)^2 \times (0,083)^2}}$$

$$Z_{value} = \frac{(0,177)}{\sqrt{(0,00132 + 0,00091)}}$$

$$Z_{value} = \frac{0,177}{\sqrt{0,00224}} = \frac{0,177}{0,04729} = 3,734$$

The results of the Sobel test calculation above get a Z-value of 3.73 because the Z-value obtained is 3.73 which is greater than the t-critical value of 1.96 (a value of 1.96 is the normal curve Z-value at a 5% error level), so proving the fourth hypothesis (H_4) that work commitment can mediate the relationship between the influence of organizational politics on employee performance is proven or accepted. These findings add to empirical and theoretical evidence (Solimun, 2011; and Hair *et al.*, 2014) that the work commitment variable can play a mediating role in strengthening the relationship between organizational politics and employee performance.

DISCUSSION

Achievements in the Implementation of Agricultural and Fisheries Development: In theory, economic growth indicates better economic activity in a region, which is indicated by the GRDP growth rate (Todaro and Smith, 2006). The fact that happened in Wakatobi Regency is that there was an increase in GDP, but economic growth actually slowed down and even decreased. This means that the added value produced by all business units in Wakatobi Regency, or the total value of final goods and services produced by all economic units has not been able to contribute significantly to economic growth. Romhadhoni *et al.* (2028) stated that PBRB's role in economic growth is not yet clear, in their research they stated that PDRB (based on current prices) does not have a significant influence on economic growth. If you look at the GRDP structure during 2015-2022, the agriculture and fisheries sectors contributed significantly

more than other sectors, almost twice as much as the second-highest sector. However, its contribution to economic growth is still relatively low. The cause of this is that the added value produced by all sector business units is experiencing poor performance. The added value for the food crop sub-sector (Table 3) does show a decline, such as production in 2019 from 51,733 tonnes dropping to 4,472 tonnes in 2022. Added value through horticultural production in 2019 was 13,478 quintals, in 2022 it will fall to 10,603 quintals. Furthermore, plantation production value in 2019 was 3,359 tonnes to 1,251 tonnes in 2022.

The performance of the agricultural and fisheries sectors on small islands and coasts can be said to be less good. These results are a note for the Regional Government, to re-evaluate economic development policies to determine strategic choices so that the GRDP value runs in the same direction as economic growth.

The next explanation regarding the performance of the agricultural and fisheries sectors is seen from the perspective of human resource management because the Government in carrying out its duties and functions relies on the governance of employees as assets in the organization (Government).

The influence of organizational justice on employee performance: Organizational justice implemented by Wakatobi Regency employees has been proven to have a positive and significant influence on performance. Factually, it can be interpreted that indicators and analysis items regarding organizational justice in carrying out the main duties and functions of employees have contributed (not a single factor) significantly to the achievement of GRDP and economic growth in Wakatobi Regency.

The results of this analysis do not stand alone, because they are supported by several other researchers such as Tasnim & Crefioza (2023); Imamoglu *et al.* (2019); and Aslam (2015). However, it must be acknowledged that there are still research results that conflict with the results of this research as stated by Prayuda & Herminingsih (2024); Widya *et al.* (2021); Suharto *et al.* (2019); and Iqbal *et al.* (2017) that organizational justice has not been proven to have a significant positive influence on employee performance.

The influence of organizational politics on employee performance: The implementation of organizational politics by local governments has been proven to have a positive and significant effect on employee performance. It can be interpreted that the Wakatobi Regency government carries out organizational political functions (indicators and items) which are ultimately able to contribute to employee performance. Another meaning that can be explained factually is that indicators and analysis items regarding organizational politics in carrying out the main duties and functions of employees have contributed (not a single factor) significantly to the achievement of GRDP and economic growth in Wakatobi Regency.



About the paradigm of analysis results where there are still contradictions, these results are theoretically in the group which states that both variables have a positive and significant role. Among the group of researchers who are in line with these results are [Shahzad et al. \(2022\)](#); [Abun et al. \(2022\)](#); and [Abbas & Awan \(2017\)](#). The position of the results of this research at the same time corrects and weakens what was reported by [Castanheira et al. \(2021\)](#); and [Albloush et al., \(2019\)](#) that there is no significant effect between organizational politics on improving performance.

The influence of work commitment on employee performance: The results of this research analysis confirm that in the case of employees in the Wakatobi Regency, organizational commitment does not have a significant effect on performance. This means that indicators and analysis items regarding direct work commitment do not make a significant contribution to GRDP achievements and economic growth in Wakatobi Regency.

Theoretically, the results of this research are not strange, because there are previous study reports such as [Wafi & Nuvriasari \(2023\)](#); and [Suhardi et al. \(2021\)](#) stated that work commitment does not play a significant role in employee performance. Another theoretical consequence also corrects the report by [Matagi et al. \(2022\)](#); [Wang and Chen \(2020\)](#); [Mikkelsen and Olsen \(2019\)](#); [Grobelna \(2019\)](#); and [Imamoglu et al. \(2019\)](#) state that commitment has a positive and significant effect on employee performance. It's just that the research group stated that there is a significant role in generally using perceptual indicators, so further testing on the use of factual indicators would be very interesting to prove again.

The influence of organizational politics on employee performance is mediated by work commitment: The influence of organizational politics on employee performance mediated by work commitment has been proven to be accepted. This means that work commitment can act as an intermediate (mediating) variable to strengthen organizational politics while improving employee performance. Theoretically, this result also answers the weakness of the third hypothesis (H3) that organizational commitment does not play a significant role in employee performance. So, commitment will be better as an intermediary for the relationship between the two. Thus, the next theoretical implication is that to further strengthen the role of organizational politics in improving employee performance through GRDP and economic growth, it can be reflected through the medium of commitment.

Practically, this means that to strengthen good and measurable local government performance, first strengthen employee work commitment, then follow this by strengthening organizational politics. With this approach, it can have significant implications for employee performance and local government performance in general.

In particular, the role of work commitment mediation is relatively new, this is also one of the findings of novelty or sophistication as a scientific contribution. This position reinforces that the application of organizational politics will be very good in reflecting increased performance by using an intermediary emphasis on work commitment. These findings or novelties are of course open to criticism for the sake of scientific development, including practical implications for local governments to strengthen employee performance.

With the results of hypothesis testing with empirical facts regarding employee performance through GRDP, and economic growth, then proving the hypothesis for the application of organizational politics and organizational justice which play a significant positive role in employee performance is quite logical. Apart from its weaknesses, it can be explained by the pattern of the GRDP growth rate. However, for the rate of economic growth, even though it is significant, the effect is still quite weak, because other variables shape economic growth beyond the scope of the analysis. For example, economic turmoil and other factors.

If you look at the test results between work commitment and employee performance which are not significant, then theoretically it is by empirical facts, especially in economic growth patterns which tend to be unfavorable. Because this research approach is quantitative, this is logical because the research paradigm is based on generalization, so each indicator and its constituent items are considered represented and it can be explained that work commitment is not significant with performance achievements, especially economic growth.

Conclusion: As a coastal area and small islands, development in Wakatobi Regency, Indonesia in the last eight (8) years has been supported by the agricultural and fisheries sectors. Its role is very dominant, reaching 27% of the total GRDP, while the sector with the second contribution is 16%. However, it was found that the increase in GRDP value and growth did not show a consistent direction. Because GRDP experiences an increase every year, meanwhile economic growth is depressed and experiencing a decline.

The implementation of organizational politics and organizational justice has been proven to have a significant positive influence on employee performance. Specifically, work commitment has not played a significant role in employee performance. The performance referred to in this research is proxied through the value of GRDP (rupiah) and economic growth (%) between years. The next result is that work commitment plays a mediating role in the relationship between organizational politics and employee performance. This also covers the weakness of the direct relationship between commitment and performance (not significant), meaning that work commitment will only play a role as an intermediate variable (mediation).



Finally, to improve the performance of local government (employees), especially in maintaining stable economic growth, you can start by strengthening organizational politics and organizational justice. No less important is that increasing the political role of the organization must be accompanied by strengthening work commitment. The stronger the work commitment, the better the organization's politics will be which will ultimately be able to improve performance in this case the economy (in this case Wakatobi Regency).

Novelty (Theoretical Implications): The findings also position the theoretical implications of the research, namely the use of performance variables with factual empirical (non-perceptual) indicators and items through GRDP values and economic growth, which proves that there is a significant role in the application of human resource management through organizational politics and organizational justice. In other words, organizational politics and organizational justice each partially play a positive and significant role in the performance that is proximate to GDP and economic growth. The logical consequence of these findings opens up new discussion space to add to the body of knowledge, namely that the position of work commitment is proven to play a role in mediating the effect of implementing organizational politics on employee performance (performance is proportional to GDP and economic growth). This means that to increase the role of organizational politics it must be accompanied by strengthening work commitment. The stronger the work commitment, the better the organizational politics which will ultimately be able to improve employee performance in this case the regional economy.

Practical Implications: The practical implication is for governments formulating development policies to use these findings as criticism and evaluation in performance assessments. It is time to develop performance instruments based on measurable achievements. The next step is for regional leaders and leaders of regional implementation units (OPD) to pay attention to employee work commitment because our findings prove that their role is still weak in carrying out their duties and functions as ASNs.

The next practical implication from the aspect of developing management science is to present a new repertoire, as well as criticism, namely regarding the use of performance indicators at various levels and cases. The criticism in question is that perception-based performance assessment must be shifted to a data-driven approach to performance assessment so that performance is more measurable and closer to reality. The author further states that it seems less relevant if performance assessments are based on perceptions that are very weak in generalizing facts. The simplest reason is, how is it possible that measurable organizational performance can only be represented by perception? The perception approach to

performance is very weak in representing facts because it uses questionnaire instruments or questionnaires that cannot be controlled. There are many possibilities to weaken the data with this technique, for example here by random respondents who are informants who are unproductive at work.

Limitations and Suggestions for Future Research: The limitations of this research are from a data collection perspective, namely using the perceptions of government employees (ASN) by distributing questionnaires. With this technique, researchers cannot participate in filling out each statement. To overcome this, there needs to be data comparison, which data can be obtained using a questionnaire, and which data must be based on empirical factual data according to actual conditions. Therefore, future research needs to consider data comparison in performance measurement to avoid subjectivity.

The next suggestion is that it would be even more interesting if further researchers used mixed analysis, for example, a quantitative paradigm using questionnaires with statistical tests and processes (reliability to the reliability of the data) as well as using qualitative by deepening the facts with in-depth interviews.

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